

BEHAVIORAL HEALTH AND  
SERVICE INTEGRATION  
ADMINISTRATION

2014 – 2016

# Cultural Competence Action Plan

September 2014



## VISION

*People are healthy, safe  
and supported*

## MISSION

*To transform lives by  
supporting sustainable  
recovery, independence and  
wellness*

## VALUES

- Respect
- Accountability
- Teamwork and Cooperation



## Introduction

## About Us

The Behavioral Health and Services Integration (BHSIA) and Division of Behavioral Health and Recovery (DBHR) are part of the Department of Social and Health Services. Together, they provide prevention, intervention, inpatient treatment, outpatient treatment, and recovery support services to people in need. With our community, state and national partners, we are committed to providing evidence based, cost effective services that support the health and well-being of individuals, families and communities in Washington State.

Investing in behavioral health services decreases costs to the public for criminal justice, medical care, foster care, and financial assistance. Prevention and recovery services help people achieve higher levels of education, secure living-wage jobs, and access affordable and supported housing. We strengthen families so children have the care and support they need to reach their full potential.

Over the last biennium:

- 203,000 clients participated in mental health treatment provided through 11 Regional Support Networks (RSN's)
- 95,000 clients participated in substance abuse treatment
- 51,000 clients participated in substance abuse prevention activities
- 688 clients participated in gambling treatment
- 17 problem gambling prevention initiatives were funded

BHSIA operates three state psychiatric hospitals, Eastern State Hospital, Western State Hospital, and the Child Study and Treatment Center. These hospitals have a combined capacity to serve over 1,110 patients.

BHSIA has 2,330 employees and a biennial budget of \$1.9 billion.

BHSIA's core services focus on:

- **Individual support** – Providing support to clients who face challenges related to addictions or mental illness, including the prevention of substance abuse and gambling addiction.
- **Health Care Quality and Costs** – Design and implement integrated care systems, in conjunction with other DSHS administrations and the Health Care Authority (HCA). This will improve client health outcomes and contain health care costs.
- **Administration** – Providing management infrastructure to support Aging and Disability Services (ADS) administrative functions such as accounting, fiscal, forecasting, contracting, and information technology.

The goals and objectives discussed in the BHSIA Cultural Competence (CC) Action Plan will assist the administration to provide culturally and linguistically appropriate services. The plan analyzes and measures the administration's abilities and addresses any deficiencies. The action plan will set clear, timely and attainable goals to help BHSIA continually strive to achieve a culturally and linguistically appropriate workforce and service delivery system. DSHS is conducting an ongoing series of Leadership Excellence Workshops that include participation from Assistant Secretaries to Office Chief-level supervisors statewide. These leadership workshops



include a cultural competence component to inform and assist DSHS Leadership in promoting a diverse workforce educated in cultural sensitivity.

As part of this theme of leadership, BHSIA management will delegate specific staff within the administration to ensure each action step and target date within this plan is tracked to completion as well as address the follow-up or evolution of each goal as the plan is updated.

Goals	Review Cultural Competency Practices and Accountability Measures
-------	--

**Objective:** Continue to collect client and staff diversity data to better understand the administration’s demographics in order to build a diverse workforce reflective of our client base.

**Action Step:** Perform a formal review and analysis of the BHSIA’s staff and client demographic data. The data analysis is to provide some insight into the cultural diversity of individuals served and what their language and communication needs are. The analysis will contribute to 1) the development of new and current trainings and policies for cultural competence and 2) help develop strategies to reach BHSIA’s Affirmative Action Goals in hiring people with disabilities and staff who are bilingual in promoting a diverse workforce.

**Target:** December 2014.

**Objective:** Use the results of the BHSIA Cultural Competence self-assessment tool and the DSHS Cultural Competence Employee Survey to assist employees in understanding the relevance of Cultural Competence in their respective work environments. Encourage staff to become active in adapting self-assessment tools.

**Indicators of Progress:** BHSIA created a self-assessment tool that was used in August of 2013. The results gave insights to what staff thought regarding whether we have culturally and linguistically appropriate services. The results indicated more training needed, especially for new employees needing to learn about DSHS and BHSIA policies for providing culturally appropriate communication.

**Action Step:** Continue to work with the Office of Diversity and Inclusion and DSHS Research and Data Analysis (RDA) to develop the next DSHS Cultural Competence Employee Survey for all DSHS employees. BHSIA will analyze the results in partnership with other DSHS administrations to determine any opportunities for improvement identified by the employee survey.

**Target:** Yearly review

**Objective:** BHSIA will work with the DSHS Office of Diversity and Inclusion and national resources such as the National Center for Cultural Competence for guidance and examples of assessments already created to assist our administration in the development of a self-assessment tool for cultural relevance within all BHSIA programs and services. Program managers will periodically review major existing and new programs, trainings, and services they are responsible for to ensure cultural competence components exist and are current and relevant.



**Indicators of Progress:** Make available training for all BHSIA staff and supervisors that address multicultural competence and diversity issues in service delivery. This training addresses 1) how to use interpreter services and resources for the deaf and hard of hearing, Asian, Pacific Islander, African American, Native American and Latino/Hispanic populations as well as people from the Republics of the former Soviet Union and 2) issues in service delivery for Gay, Lesbian, Bisexual and Transgender People. Make available other training and resources (i.e., via SharePoint) designed to promote respect and awareness leading to a successful work environment. Examples include: “Providing Effective Communication and Understanding Disability Issues” and “Motivational Interviewing and Diversity eLearning”.

**Action Step:** BHSIA will inventory their current training modules and those made available by the Office of Diversity and Inclusion for cultural relevance to increase staff skills and understanding of the importance of cultural diversity for a successful work environment.

**Target:** July 24, 2015

## Goals **Build Community Partnerships**

**Objective:** BHSIA and DBHR will imbed cultural competency in their current stakeholder committees or new committees with representation from different cultural communities in their service areas.

**Action Step:** BHSIA will communicate and make available to its staff culturally competent behavioral health and recovery oriented best practices occurring in the field, at Headquarters or in other administrations via its SharePoint and created website link. This information will be made available to partners and stakeholders involved in all facets of behavioral health treatment, and prevention services.

**Target:** December 2015

## Goals **Support Cultural Competence**

**Objective:** BHSIA will support interagency collaboration to improve culturally competent service delivery and talent management that is individualized to the needs of the service population.

**Action Step:** BHSIA will be represented on the DSHS Cultural Competency Committee. BHSIA will coordinate and collaborate with DSHS’ Office of Diversity and Inclusion to provide cultural competence training to its staff and stakeholders.

**Target:** Yearly review



## Goals

### Ensure Language Access

**Objective:** BHSIA will ensure that its service recipients have equal access to print and electronic publications in their native and most fluently spoken languages and to facilitate interpretation services for those served in both licensed and certified mental health and chemical dependency facilities.

**Indicator of Progress:** DBHR has a representative to the Department's Limited English Proficiency (LEP) advisory committee. The DBHR provides LEP services to its consumers who are limited in their ability to read, write, and/or speak English. LEP services are provided in the service recipient's primary language by DSHS approved or contracted interpreters and translators.

**Action Steps:** BHSIA will continue to provide services to Limited English Proficient (LEP) clients according to DSHS Administrative Policy 7.21.

**Target:** Ongoing

**Objective:** BHSIA will continually identify and provide culturally appropriate public relations materials outlining services to culturally diverse communities, including materials in alternative formats and translated in languages reflected in Washington communities. BHSIA will advocate for funding to ensure that behavioral health treatment and prevention program budgets address the goal of ensuring linguistically appropriate forms, surveys, and information for its diverse stakeholder groups and coalitions.

**Action Steps:** DBHR's Publication Administrator will provide consultation and assistance to staff requiring documents to be translated.

**Target:** Ongoing

## Conclusion

This Cultural Competence Action Plan is meant to serve as a working document that reflects the incorporation of ideas and suggestions of both staff and consumer represented groups within the BHSIA. As such, the plan is considered a working document that is subject to further development.

The BHSIA will work with the DSHS' Office of Diversity and Inclusion to review the goals, objectives, and action plans in this document and continually strive to ensure that all its consumers have access to equitable services and supports, and the opportunity to achieve healthy and positive outcomes. For more information about this plan or cultural competency efforts within the BHSIA and DBHR, please contact: Ronald J San Nicolas, at [sannirj@dshs.wa.gov](mailto:sannirj@dshs.wa.gov), 360-725-1280.

